

THE BULLETIN

UNIVERSITY OF TORONTO

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Alzheimer's Drug Offers Hope

By Elizabeth Monier-Williams

RESEARCHERS AT THE UNIVERSITY of Toronto are one step closer to slowing or stopping the progression of Alzheimer's disease. In a study published online in *Nature Medicine*, Professor JoAnne McLaurin and her colleagues David Westaway, Howard Mount, Paul Fraser and Peter St. George-Hyslop at the Centre for Research in Neurodegenerative Diseases (CRND) have identified a drug that stops the amyloid β peptide — which causes toxic neural damage in brains affected by Alzheimer's disease — from accumulating.

When the researchers orally administered a small molecule known as scyllo-cyclohexanehexol (AZD-103) to mice that had been genetically altered to have Alzheimer's disease, they found that the drug prevented aggregates of the amyloid β peptides from forming, thereby reducing the toxicity in the brain and preventing additional cognitive damage or memory loss. These benefits were apparent when the drug was administered to mice before they began to exhibit Alzheimer's-like symptoms and after the symptoms had begun.

"This is a significant breakthrough in drug development for Alzheimer's disease," McLaurin

said. "We have effectively demonstrated improvement in memory and pathology among mice and are cautiously optimistic that the same may hold true for human patients. Formal clinical trials must be held to ensure that it is equally safe and effective for humans."

Based on the study's results, Health Canada has approved the drug for Phase 1 clinical trials. Funded by the Ontario Research and Development Challenge Fund and administered by Transition Therapeutics Inc., the trials will determine whether the drug produces side effects in healthy humans.

"The study's results are promising but we must be aware of the fact that AZD-103 must be formally tested in humans to ensure that it is safe and effective," said St. George-Hyslop, a University Professor and director of the CRND. "This is a long-term collaboration involving the University of Toronto and the Alzheimer Society of Ontario, supported by both federal and provincial research funding organizations; if successful, it will be an example of basic science being funded from the initial discovery through to a translational product that can be used by a Canadian company to improve the quality of life for people with Alzheimer's."

Streamlined Job Search System Coming

By W.D. Lighthall

APPLYING FOR A JOB AT U OF T will soon be a more user-friendly process.

On July 4 the human resources department will launch a new online recruiting system for most of the university's administrative, technical and management positions.

The new system features a web page listing the university's job opportunities, with a search engine allowing potential candidates to review job postings by categories and professions. As well, the recruitment web page will — for the first time — allow people to apply online for jobs at U of T. Previously, most postings requested that candidates fax or e-mail their resumes. Christina Sass-Kortsak, assistant

vice-president (human resources), said the university posts about 1,000 staff vacancies a year, which generate some 20,000 applications in response, so the new system should make the volume easier to manage.

"Right now our whole system is very paper based," Sass-Kortsak said. "When applicants visit the website, there's just a list of available positions and there's no possibility to search those jobs in an easy manner. We wanted to introduce a system that's easier for the job applicant and makes the whole recruitment process much more efficient for the human resources offices and hiring managers."

Using the new job opportunities web page, both internal and

-See STREAMLINED Page 4-

AT LONG LAST, GRADUATION



CAZ ZYATKAUSKAS

Graduate Howard Song celebrates earning his MD degree with his partner, Ann Montgomery, daughter Kai, 11, and son Aaryn, 9, outside Convocation Hall. Song first began medical school in 1994 but interrupted his studies to complete a PhD in medical biophysics. "It has been a long road to get here," he said, "and with all the ups and downs encountered along the way, we [graduates who balance family and school] wouldn't have achieved what we sought out to accomplish without our families' unconditional love and support."

U of T Steps Up Presence in Europe

By George Murray

THE UNIVERSITY OF TORONTO WILL significantly advance its international reach with the creation of University of Toronto in Berlin (UTB) this summer.

As part of the university's ongoing effort to establish and nurture intellectually invigorating environments and provide academic opportunities for its students, researchers and alumni, UTB will act as a hub for symposia and conferences, year-round academic events, overseas exchanges, alumni outreach and international student recruitment.

"UTB will play an important role in raising our overall profile in Europe," said Professor David

Farrar, vice-provost (students). "But more important, it will perform the critical function of supporting and guiding U of T students and researchers studying and working in Berlin and throughout Europe." In 2005-06, approximately 600 students participated in student exchange or summer abroad programs in Europe.

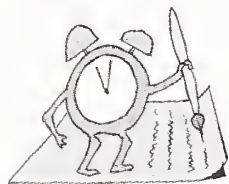
UTB will be built on the strong foundation laid by the Canadian Universities' Centre Berlin (CUC), launched by U of T in 2001 in collaboration with Université du Québec à Montréal (UQAM). This summer, UQAM will not be renewing its partnership with the centre, allowing U of T to assume sole responsibility for the offices of the former CUC in the historic Berlin

Gendarmenmarkt building.

UTB will become one of several key international support facilities, including the Asia-Pacific Advancement Office in Hong Kong, which handles student recruitment, alumni relations and administration for the University of Toronto Hong Kong Foundation. Farrar added that U of T will ensure the continuation of many successful CUC-based activities.

"This is an exciting opportunity for us," Farrar said. "Not only will this provide new opportunities for current students and faculty, it will help us in our ongoing efforts to recruit the best and brightest faculty and students, not only in Canada but from around the world."

IN BRIEF



CHINESE TELEVISION CREW VISITS U OF T

U OF T IS ABOUT TO RAISE ITS CHINESE PROFILE IN A BIG WAY. ON JUNE 2 A television production team from CCTV, China's state television network, arrived on campus to shoot an episode of World Famous Universities. When it airs this fall, the 28-minute episode will highlight U of T's academic strengths, significant achievements and unique student experience to a potential viewing audience of 250 million. The four-person crew visited all three campuses and met with students, researchers and administrators to find out what makes U of T special. They talked with a seven-member panel of international students about what it's like to study here, took a guided tour of University Professor John Polanyi's chemistry lab and discussed U of T's commitment to teaching excellence with Professor Ken Bartlett, director of the Office of Teaching Advancement.

U OF T PARTICIPATES IN PRIDE EVENTS

U OF T, WHICH HAS BEEN FORMALLY INVOLVED WITH TORONTO'S GAY PRIDE activities since 1999, will once again be represented as staff, faculty and students march behind the university banner in the Pride parade on June 25. As well, U of T will have an information booth in the Church and Wellesley area during the day and will again be sponsoring, through the lesbian, gay, bisexual, transgendered, queer programs and services office, Fruitloopz, an event focusing on queer youth arts and culture, and Blocko-rama, a community festival dedicated to black and Caribbean queer community members. The U of T Pride pub takes place June 22 at Hart House. Visit <http://lgbtq.sa.utoronto.ca> for updated info on Pride festivities.

ROTMAN STUDENTS OFFER SERVICES TO NOT-FOR-PROFITS

ROTMAN NEXUS, A MANAGEMENT CONSULTING AGENCY THAT EXCLUSIVELY SERVES the not-for-profit sector, has launched its second year of business with a new team of consultants. Established to help not-for-profit organizations and social enterprises build capacity, increase stability and broaden their networks for financial and community support, Rotman Nexus is the first not-for-profit consulting agency offered by MBA students at the Rotman School of Management. The 2006 consulting team is presently working on a variety of projects with a diverse group of not-for-profit organizations in Toronto, throughout Ontario and in Montreal. One of its clients for 2006, the Canadian Youth Business Foundation, is a national charity that provides start-up mentoring, financing and business resources for young Canadians aged 18 to 34 to create their own businesses. "The lines between the for-profit and not-for-profit sectors are blurring. Those on the cutting edge recognize the need to increase knowledge transfer between these two sectors. Rotman Nexus is an impressive initiative that acts as a bridge between the sectors, adding value to each," said Rotman dean Roger Martin. "We are proud to stand behind this student-run firm that acts as an excellent example of Rotman's integrative approach to management education."

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TERMS OF REFERENCE

"The Bulletin shall be a University-wide newspaper for faculty and staff with a dual mandate:

1. To convey information accurately on the official University position on important matters as reflected in decisions and statements by the Governing Council and the administration.
2. It shall also publish campus news, letters and responsible opinion and report on events or issues at the University thoroughly and from all sides."

As approved by Governing Council, Feb. 3, 1988

AWARDS & HONOURS

ANTI-RACISM & CULTURAL DIVERSITY OFFICE

NOUMAN ASHRAF, ANTI-RACISM AND CULTURAL DIVERSITY officer, was among the 45 students and staff at Toronto-area campuses recognized for their commitment to Jewish campus life. Honoured for his work to create quality culturally diverse programming on campus, Ashraf received Hillel's Founding Friend of the Campus Award during Hillel of Greater Toronto's awards night, held at Ryerson University last month.

FACULTY OF ARTS & SCIENCE

PROFESSOR NICK MOUNT OF ENGLISH IS THE WINNER OF the Gabrielle Roy Prize for 2005 for his book *When Canadian Literature Moved to New York* (University of Toronto Press). The prize is awarded annually by the Association for Canadian and Québec Literatures to the best book-length study in Canadian literary criticism. Mount received the prize May 29 during the association's annual meeting at York University.

PROFESSOR JEFFREY ROSENTHAL OF STATISTICS IS THE 2006 winner of the CRM-SSC Prize, awarded by the Centre de recherches mathématiques and the Statistical Society of Canada in recognition of a statistical scientist's professional accomplishment in research during the first 15 years after earning a doctorate. Rosenthal was cited for his elegant and landmark results that have set him as one of the leaders in the development of Markov chain Monte Carlo methods. Rosenthal received the award May 29 during the statistical society's annual meeting in London, Ont.

ROBARTS LIBRARY AND MUNK CENTRE FOR INTERNATIONAL STUDIES

SCOTT BOHAKER, AN INFORMATION TECHNOLOGIST WITH THE Munk Centre for International Studies, and Martha Parrot, supervisor of the Scotiabank Information Commons, are this year's winners of the TechKnowFile Awards, presented May 16 at the TechKnowFile conference and awards ceremony. The awards acknowledge those administrators with exemplary organizational and leadership qualities in the information technology field as well as recognizing their work in communicating the effective use of this technology in supporting departmental, divisional and institutional goals. The TechKnowFile conference is the locus for sharing and disseminating knowledge and information about the university's rich array of information services.

FACULTY OF MEDICINE

PROFESSOR RICHARD HORNER OF MEDICINE IS THIS YEAR'S recipient of the Canadian Institutes of Health Research's Wilbert J. Keon Award in basic sciences for a young investigator with less than 20 years on faculty in circulatory and respiratory health. The award is based on his research accomplishments and an oral presentation given during the 2006 CIHR/ICRH Young Investigators Forum, held in Winnipeg May 4 to 7. The prize was presented at the awards banquet May 6.

PROFESSOR SIDNEY KENNEDY OF PSYCHIATRY IS THE 2006 winner of the Canadian College of Neuropsychopharmacology Medal, established by the college to honour individuals for a meritorious career in, and outstanding contribution to, neuropsychopharmacology in Canada as evidenced by their activities in education, administration and/or patient care. Kennedy will receive the award during the college's annual meeting May 9 to 13 in Chicago.

PROFESSOR MARCELLINA MIAN OF PEDIATRICS IS ONE OF TWO recipients to be given the Toronto Child Abuse Centre's Voice of Courage award May 10 at the annual Butterfly Ball. First presented in 1998, the award recognizes exceptional individuals who have actively increased public and community knowledge and awareness of child abuse, violence and neglect.

PROFESSOR UNNI NARAYANAN OF SURGERY IS THE WINNER of the Pediatric Orthopaedic Society of North America's Angela Kuo Young Investigator Memorial Award, given to an outstanding young researcher who is an active member of POSNA and 41 years of age or younger. Recipients are selected based on their past research accomplishments, future research potential and on the ability of a submitted research proposal to help their research careers. Narayanan received the award during the society's annual meeting May 4 to 6 in San Diego, Calif.

PROFESSORS SUSAN QUAGGIN AND JACK VEN TU OF medicine have been successfully recommended for membership in the American Society of Clinical Investigation. ASCI is an honour society of physician-scientists, those who translate findings in the laboratory to the advancement of clinical practice. Founded in 1908, the society has more than 2,800 members who are in the upper ranks of academic medicine and corporate health care.

UNIVERSITY PROFESSOR JANET ROSSANT OF MEDICAL genetics and microbiology was honoured as a 2006 Woman of Action by the Toronto chapter of the Israel Cancer Research Fund at the fifth annual Women of Action luncheon April 5 at the Acadian Court. Rossant was recognized for her achievements in the health sciences sector. The Israel Cancer Research Fund was founded in 1975 by a group of American and Canadian medical researchers, oncologists and lay people who were committed to the growth and development of Israel and to combating the worldwide scourge of cancer. The fund now has chapters in six cities in three countries — the U.S., Canada and Israel.

U OF T AT MISSISSAUGA

U OF T AT MISSISSAUGA IS THE WINNER OF THE TechKnowFile Award for outstanding application or service provided by a department or division for its re-engineering project in the office of the registrar. The award was presented at the TechKnowFile conference and awards ceremony May 16. The TechKnowFile conference is the locus for sharing and disseminating knowledge and information about the university's rich array of information services.

LESLIE L. DAN FACULTY OF PHARMACY

PROFESSOR CHRISTINE ALLEN IS THE WINNER OF THE 2006 Canadian Society for Pharmaceutical Sciences/Glaxo-SmithKline Early Career Award, recognizing outstanding research achievement and contributions of pharmaceutical scientists in their first seven years following graduation from a doctoral program and working in Canadian academia, industry, government or research institutes. Allen will receive the award May 26 during the society's international symposium on pharmaceutical sciences in Ottawa.

UNIVERSITY OF TORONTO

THE TERRENCE DONNELLY CENTRE FOR CELLULAR AND Biomolecular Research (architects Alliance of Toronto in joint venture with Behnisch Architekten of Stuttgart) is the winner of a 2006 Award of Excellence from the Ontario Association of Architects in the institutional B (greater than \$10 million) category while the School of Continuing Studies (Moriyama and Teshima Architects) received an honourable mention in the business awards category — good design is good business. The awards were presented May 12 in Ottawa.

COMPILED BY AILSA FERGUSON



New U Prepares Student Leaders

By Brendan Dellandrea

SOMETIMES IT'S NOT WHAT YOU know but who you know — especially in the world of student government, where a strong connection with one's colleagues is often the shortest path to progress.

In the spirit of fostering connections among student groups and unions, Student Affairs placed special emphasis on collaboration and community-building at its seventh annual New U conference for incoming student leaders.

"The theme this year is collaborating to influence change," explained conference organizer Evan Mackintosh. "We're focusing less on skill-building and more on team-building across campuses."

More than 100 students representing various groups, colleges, faculties and unions from all three campuses converged on University College from June 2 to 4 to attend sessions on group decision-making and external relations and to share their past successes and failures in student-led "best practice" presentations.

Having attended New U for the past two years, incoming UC Lit president George Mastoras was pleasantly surprised by the changes this year. "I really did come away with some good impressions," Mastoras said. "The No. 1 thing for me was the big

emphasis on opportunities to network. I definitely received some inspiration and ideas from my counterparts." Although student leaders from different groups may cross paths throughout the year, according to Mastoras "there's no substitute for being brought together at New U."

Student leadership is seldom a clearly delineated affair and jurisdictional disputes, or turf wars, do occasionally erupt. New U prepares the incoming leaders to better deal with the tensions of the job by instilling a simple yet important maxim: "There's power in numbers and there's strength in sharing of information," Mackintosh said.

Collaboration among student unions is a proven technique for achieving common goals, but at such a large university comprised of diverse interests it can all too often seem as if everyone must fend for themselves. "Because U of T is so decentralized, you don't see a campus-wide identity or campus-wide initiatives," said Mackintosh. In light of this, it is especially important to "foster connections among student groups and increase overall campus-wide awareness."

New U takes place on a different campus each year, rotating among U of T at Scarborough, U of T at Mississauga and the St. George campus.

Segregated Classrooms Benefit Some Students

By Elizabeth Monier-Williams

SUBJECTING FEMALE OR BLACK students to stereotypes when they are in the numerical minority diminishes the academic performance of some but may prompt others to higher levels of achievement. This resilience, according to a U of T study published in the May issue of *The Journal of Experimental Social Psychology*, suggests that the debate surrounding segregated schools or classrooms for black or female students requires more nuanced solutions.

"In the past, psychological studies have generally found that people do worse when they are in the minority," said Professor Michael Inzlicht of psychology at U of T at Scarborough and the study's lead author. "But when speaking about stereotypes and individual response with adults from minority communities, I've been approached by many people who recognized what I was saying but felt they thrived under those circumstances. This study is the first to examine that kind of personal resilience to stereotypes and prejudice."

In one experiment, Inzlicht and his colleagues at New York University and Columbia

University selected 26 female undergraduate students with exceptional mathematical ability and assessed for the degree to which they could moderate their behaviour under different social circumstances. The students were divided into groups of three before taking a difficult math test. Half the groups were made up entirely of women; in the remaining groups, the women were outnumbered two-to-one by male students collaborating with the researchers.

"Generally, the women who were able to monitor their behaviour were more resilient to the pressure created by competing with and being outnumbered by men," Inzlicht said. "We were surprised, however, that those with this characteristic performed significantly worse in the same-sex environment, while their peers with lower self-monitoring ability did significantly better."

The study's findings demonstrate that while same-sex or race-based segregation has positive results for some students, it shortchanges others.

"It may be that there's a critical period in which students should be segregated among their peers to build their resilience," Inzlicht said.



PASCAL PAQUETTE

Peter Lu, a Grade 11 student from University of Toronto Schools, shows his dexterity with a pipette during the Canadian Chemistry Olympiad, held this month at U of T.

Chemistry, Physics Students in Their Element

By W.D. Lighthall

U OF T WAS HOST TO THE 2006 Canadian Chemistry and Physics Olympiads recently and four high school students from University of Toronto Schools (UTS) — Peter Lu, Kent Huynh, Charlie Wang and Patrick Kaifosh — emerged as winners.

Twenty eight students from high schools across Canada competed in the Olympiads, held May 29 to June 2 on the St. George campus. They are held annually to foster interest in chemistry and physics careers among pre-university students. Students write qualifying exams at local high schools to earn a spot at the national competition, where they attend lectures and problem-solving sessions, conduct lab experiments and write several exams, all given or supervised by

volunteer university professors.

"From the Atlantic provinces to Vancouver Island, the top chemistry and physics students from every province in Canada were here," said Professor Stanislaw Skonieczny of chemistry and national co-ordinator of the 2006 Olympiads. "They are really interested in learning and their work is well beyond their high school curriculum in chemistry and physics."

Skonieczny said hosting the Olympiads is an opportunity to introduce U of T to high school students who are destined to be leaders in their chosen fields. "It's a chance to show some of the brightest students in Canada what kind of facilities we use at the University of Toronto and what we have to offer," Skonieczny said. "My point is to show them a big university does not mean students are anonymous. In the lab

we have small groups, dedicated people and dedicated service."

Winners of the Canadian Chemistry Olympiad were Peter Lu, Kent Huynh and Charlie Wang from UTS and Dimitry Pichugin, who attends William Lyon Mackenzie Collegiate Institute, also in Toronto. The four go on to compete at the 2006 International Chemistry Olympiad in Gyeongsan, Korea, in July.

Winners of the Canadian Physics Olympiad were: Boris Braverman, Sir Winston Churchill High School, Calgary; Lin Fei, Don Mills Collegiate Institute, Toronto; Patrick Kaifosh, University of Toronto Schools; Devin Trudeau, Dover Bay Secondary School, Nanaimo; and Lu Liu, Waterloo Collegiate Institute. They will compete at the International Physics Olympiad in Singapore in July.

Freedom of Information Director Appointed

By Sonnet L'Abbé

RAFAEL ESKENAZI HAS BEEN appointed director of the university's new freedom of information and protection of privacy (FIPP) office. Eskenazi joins the university on secondment from the Ministry of Government Services, where he served as policy adviser in the ministry's access and privacy office. Eskenazi will join U of T June 12.

The FIPP office is being established to support U of T's compliance with the Freedom of Information and Protection of Privacy Act (FIPPA), which applies to Ontario universities as of June 10.

"We are strongly committed, as

a university, to compliance with the requirements and principles of FIPPA and to put in place systems and processes that will be responsive," said Louis Charpentier, secretary of Governing Council. "It is important to note, though, that we've had our own access and privacy policy in place since 1995, a policy based on the same principles as this legislation."

The FIPP office will be the central co-ordination point for responses from all university divisions to requests for information under the legislation; it will also support protection of privacy at the university. Divisional contacts, or freedom of information (FOI) liaisons, have already been appointed to ensure an appropriate

level of local FIPPA expertise and provide a specific point of contact for faculty and staff who may receive requests.

Liaisons will keep up-to-date on developments coming out of the FIPP office, communicate relevant information to their divisions on record-keeping obligations and response procedures and ensure timely communication between divisions and the FIPP office.

The FOI liaisons will be the first point of contact for staff within each division for access or privacy matters.

The FIPP office can be reached at 416-946-5835. It is located in Room 201, McMurich Building, 12 Queen's Park Cres. W.

Seven Inducted Into Sports Hall of Fame

By W.D. Lighthall

FOUR OUTSTANDING ATHLETES, A dedicated coach with an impressive winning record and two celebrated sports teams are the 2006 inductees into the U of T Sports Hall of Fame.

The individual athletes inducted into the Sports Hall of Fame are swimmer Marie-Thérèse Armentero, multi-sport athlete Kim Crawford, hockey and rugby player Ed Kryzanowski and rower Emma Robinson.

Former Varsity Blues football

and basketball coach Bob Masterson is the 2006 inductee in the builder category.

In the team category, the 1979-80 women's swimming and diving team, Ontario Women's Interuniversity Athletic Association and Canadian Interuniversity Athletic Union champions, and the 1982-83 Ontario University Athletic Association champion men's volleyball team have been inducted in recognition for their respective outstanding seasons.

"The individuals and teams inducted this year are all

exceptional athletes, leaders and individuals," said Professor Bruce Kidd, dean of the Faculty of Physical Education and Health.

"While at U of T, these athletes and teams did a superb job of representing the university all over Canada and all over the world. Their induction into the U of T Sports Hall of Fame is a very powerful advertisement and affirmation of the values of the university," Kidd added.

The inductees were honoured at a June 7 ceremony at the Isabel Bader Theatre.

The Bulletin Named Best Paper

By Ailsa Ferguson

COMMUNICATIONS IS VITAL TO any organization and U of T communicators are more than up to the task, if winning gold, silver and bronze in two major communications and development competitions is anything to go by.

The Bulletin won gold for best newspaper from the Canadian Council for the Advancement of Education (CCA) in its 2006 prix d'excellence program, recognizing outstanding achievements in alumni affairs, public affairs, development and overall institutional advancement. Also to be congratulated on winning CCA gold are *Idea&s*, the arts and science review, for best magazine and *Edge*, published by the office of the vice-president (research) and associate provost, for best magazine (under \$100,000).

The *University of Toronto Magazine* garnered two silver awards, one in the best writing/article (English language) category for Seeking the Devine, a profile of Toronto poet laureate Pier Giorgio Di Cicco by Stacey Gibson in the summer 2005 issue, the other for best photograph for Jim Panou's portrait of Lisa Steele and Kim Tomczak in the summer 2005 issue. *UT Medicine* brought home silver in the best magazine (under \$100,000) category while *Shaker*,

a series of young alumni programs, garnered silver for best program (alumni relations).

Victoria University won a bronze medal for best program (public affairs, marketing and communications) for its Heritage Donor program while the *University of Toronto Magazine* won three — for best magazine; for best writing/article (English language) for Miracle at Sick Kids, the story of separating conjoined Zimbabwean twins Tinashe and Tinotenda Mufuka, by Krista Foss; and for best photograph for Kevin Kelly's portrait of Pier Giorgio Di Cicco.

Winners received their awards at the prix d'excellence luncheon June 5 during CCA's annual meeting in Ottawa.

On the international scene the *University of Toronto Magazine* took two silver awards in the U.S.-based Council for Advancement and Support of Education's (CASE) circle of excellence program, perhaps advancement's most prestigious awards program. Both awards were for individual photography — Jim Panou's portrait of Lisa Steele and Kim Tomczak in the summer 2005 issue and Kevin Kelly's portrait of Pier Giorgio Di Cicco in the same issue. The awards luncheon will be held July 10 during the CASE annual assembly, to be held in New York City.

Streamlined Job Search System Coming

-Continued From Page 1-

external candidates will be able to complete an online career and skills profile. This profile allows job seekers to indicate the types of jobs they would like to hear about. They will automatically receive e-mail notification of these postings.

"We know some people check the website every day, sometimes more," Sass-Kortsak said. "This means they'll no longer have to do that. So the revamped website provides a real service to current employees and external candidates." All job postings will continue to follow current collective agreement practices, she added.

The new web page will also contain a voluntary employment equity survey for job seekers to complete. This survey will provide

human resources and hiring managers with data that can be used to ensure the university's recruitment efforts embrace diversity and reach out to the full spectrum of minority groups.

"The survey will allow us to better measure our success in attracting a broad pool of applicants, something to which U of T is committed," said Sass-Kortsak. "We'll be able to identify if we need to work on particular areas and make special efforts to reach out to specific groups."

The new web page listing available positions is only one part of a larger upgrade of U of T's employment and human resources Internet presence. July 4 will also see the launch of two entirely new human resources and employment websites. They are a revamped

Working at U of T site, located at www.hrandequity.utoronto.ca, and a new Staff Employment site, located at www.staff.utoronto.ca. The new web page for online recruitment can be accessed via links on both these websites.

The new sites will provide employees with information on topics such as benefits and pensions, training and development, health and safety, employment policies and collective agreements. The Staff Employment website will provide specific information relevant to those in staff positions.

"These sites will enable U of T employees to find the information they need quickly and easily and learn about events and opportunities that will enhance their working experience," Sass-Kortsak said.

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'Planemos' May Spawn Planets and Moons

By Nicole Wahl

FORGET THE TRADITIONAL IDEAS OF where a planetary system forms — new research led by a University of Toronto astronomer confirms that planetary nurseries can exist not only around stars but also around objects that are themselves not much heavier than Jupiter. It suggests that miniature versions of the solar system may circle objects that are some 100 times less massive than our sun.

That's the dramatic conclusion of two studies presented June 5 at the American Astronomical Society meeting in Calgary by Professor Ray Jayawardhana and his colleagues. The new findings show that objects only a few times more massive than Jupiter are born with disks of dust and gas, the raw material for planet-making. Research done by Jayawardhana's group and others in recent years had shown that disks are common around failed stars known as "brown dwarfs." Now, they report, the same appears to be true for their even punier cousins, sometimes called planetary mass objects or "planemos." These objects, discovered within the past five years, have masses similar to those of extra-solar planets but they are not in orbit around stars — instead, they float freely through space.

"Now that we know of these planetary mass objects with their own little infant planetary systems, the definition of the word 'planet' has blurred even more," said Jayawardhana of astronomy and astrophysics. "In a way, the new discoveries are not too surprising — after all, Jupiter must have been born with its own disk, out of which its bigger moons formed."

Unlike Jupiter, however, these planemos are not circling stars. In the first study, Jayawardhana and Valentin Ivanov of the European Southern Observatory (ESO) in Chile used two of ESO's telescopes — the 8.2-metre Very

Large Telescope and the 3.5-metre New Technology Telescope — to obtain optical spectra of six candidates identified recently by researchers at the University of Texas at Austin led by Katelyn Allers. Two of the six turned out to have masses between five to 10 times that of Jupiter while two others are a tad heavier, at 10 to 15 times Jupiter's mass. All four of these objects are just a few million years old and are located in star-forming regions about 450 light-years from Earth. The planemos show infrared emission from dusty disks that may evolve into miniature planetary systems over time.

In the other study, Subhanjoy Mohanty (Harvard-Smithsonian Center for Astrophysics, CfA), Jayawardhana (U of T), Nuria Huelamo (ESO) and Eric Mamajek (CfA) used the Very Large Telescope to obtain infrared images and spectra of a planetary mass companion discovered two years ago around a young brown dwarf that is itself about 25 times the mass of Jupiter. The brown dwarf, dubbed 2M1207 for short and located 170 light-years from Earth, was known to be surrounded by a disk. Now, this team has found evidence for a disk around the eight-Jupiter-mass companion as well. Researchers think the pair probably formed together, just like a binary star system, instead of the companion forming in a disk around the brown dwarf. Moreover, Jayawardhana said, it is quite likely that smaller planets or moons could now form in the disk around each one.

Both sets of discoveries point to objects not much more massive than Jupiter forming the same way as stars like the sun and perhaps being accompanied by their own retinues of small planets. "The diversity of worlds out there is truly remarkable," Jayawardhana added. "Nature often seems more prolific than our imagination."



Adjunct professor Brad Bass has been a mentor to high school student Jamila Karim.

PASCAL PAQUETTE

Catching the Research Bug

By Sonnet L'Abbe

A UNIVERSITY RESEARCH LAB ISN'T where you'd necessarily expect to find high school students. But when adjunct professor Brad Bass, who studies how environments adapt to change, saw the quality of work being presented at Toronto's high school science fairs, he immediately adapted his own lab environment to accommodate some exceptional young research collaborators. Now, one of his protégées, Jamila Karim, is taking the science fair scene by storm, winning the Toronto Sci Tech Fair with her own adaptation of Bass's research.

"I didn't have experience with COBWEB before my project," said Karim, a Grade 11 student at Havergal College. "But I combined my interest in the avian flu with Brad's expertise."

COBWEB (complexity and organized behaviour within environmental bounds) is Bass' JAVA-

based simulation tool, used to study the characteristics of complex, adaptable systems under changing environmental conditions. In the lab, COBWEB has simulated how test-takers co-operate (or cheat) under stress. Karim saw it as a useful tool for modelling a disease outbreak.

"The idea to use COBWEB to model the flu virus was all hers," said Bass, who works with U of T's Centre for Environment. "In fact we had discouraged her ... I didn't think [her idea] was strong enough."

In her simulation, Karim created the environmental conditions in which viruses might live. She tested four different variable parameters: the starting number of viruses, the starting energy of the virus, the energy required for the virus to reproduce and the mutation rate. She found that changing the starting number of viruses or the energy required for them to reproduce didn't affect how quickly or widely

the virus spread.

"I found there was a certain window where the mutation rate allowed the virus to beat the immune system," Karim said. "It shows you it's difficult for a virus [infection] to become a pandemic because there have to be certain conditions met. That's the reason we don't get pandemics every year."

The second part of Karim's project assessed how quarantine measures affect the spread of disease, providing statistical evidence for the effectiveness or ineffectiveness of different quarantine approaches. "Simulations are a really valuable tool in research science," Karim said. "There's no way this project could be done in real life."

Karim's work won a gold medal at the Toronto Sci Tech Fair and a paid trip to present her research alongside the top one per cent of high school science students at the national fair, held at the University of Quebec.

U of T Hosts Teaching Conference

By W.D. Lighthall

NEW TRENDS IN POST-SECONDARY teaching and the latest findings in pedagogical research take centre stage at Victoria College this week, where U of T is hosting the annual conference of the Society for Teaching and Learning in Higher Education (STLHE).

Some 600 university and college professors, teachers, administrators and students will be attending STLHE's 26th annual conference, which runs from June 14 to 17. Delegates to the conference are expected from Canada, the United States, South Africa, Australia and the Czech Republic, among other countries.

"What a conference like this does is bring together into a critical mass of those who are interested in, and responsible for, teaching and pedagogical research and the integration of university policies

for the delivery of curriculum," said Professor Kenneth Bartlett, director of the Office of Teaching Advancement. "The conference is a forum for sharing ideas, broadening of scope, for establishing professional relationships and for celebrating teaching in the academic community."

It's the first time U of T has hosted the annual conference and Bartlett said the timing is a reflection of a growing awareness at the university about the importance of ongoing faculty development.

"As hosts of the conference, it sends a signal that as a major research-intensive university we also care about and are committed to excellence in teaching."

The conference theme is Knowledge and Its Communities and one of the major sub-themes is community service learning. "This is a very big topic of late and relates well to the Centre for Community

Partnerships," said Pam Gravestock, associate director of the Office of Teaching Advancement and conference co-chair. "So there are a high number of sessions within the program that address community-service learning and the involvement of students within the community."

Bartlett said many of the conference sessions focus on improving the student experience, from classroom delivery techniques to new research in post-secondary pedagogy to ways of integrating students into their disciplines.

Recipients of the 3M Canada Teaching Fellowships, Canada's only national teaching award that recognizes teaching excellence and leadership in Canadian universities, will be announced at the conference's annual banquet. The 2005 recipients included David Dunne, an adjunct marketing professor at the Rotman School of Management, and Bartlett.



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LETTERS



GUN-RELATED MURDER SHOULD BE JUDGED AS EVIL AND PUNISHED APPROPRIATELY

I am surprised that George Dei, a professor of sociology, appears to be reluctant to recognize as a sociological, statistical fact that recently in Toronto, blacks compared with whites (his own terms) have been markedly over-represented when it comes to perpetrating murders with guns (Speaking Out, Differently, May 29). Another statistical fact is that because most of the victims of these black murderers have themselves been black, black-on-black violence in Toronto is also overrepresented compared with white-on-white violence. This removes much of the irony from Professor Dei's student's remark

about the necessity to investigate and pay as much attention to white-on-white violence as to (the recently increasing) black-on-black violence. Moreover, another reason for the media to focus more attention on black-perpetrated violence is that, at least according to the police, it is much more difficult to gather witness testimony for black-perpetrated than for white-perpetrated violence. These are all statistical facts that I (whose specialty is psychology, not sociology) would expect specialists in the discipline of sociology to be interested in both observing and explaining in terms of testable hypotheses.

Professor Dei is also described as a professor of equity studies. I am not only not a specialist in this field but also doubt whether it is a genuine academic discipline in the sense that sociology and psychology are disciplines. However, I think both supporters and opponents of equity studies know that this approach advocates the differential (beneficial) treatment of individuals in certain designated groups when it comes to such matters as

competitions for tenure-stream faculty positions.

It seems to me that logic requires that if group characteristics are used to advantage individuals, then it is only fair that group characteristics be used to disadvantage individuals. So it would seem necessary for those favouring the equity-studies approach to apportion a certain amount of blame to all black individuals in Toronto for the statistical fact that black violence has been overrepresented recently in this city.

Of course those not committed to equity studies but to an approach that, in my view, embodies genuine fairness, do not have these logical difficulties. For them, tenure-stream competitions should be judged only in terms of merit (a position taken by the Society for Academic Freedom and Scholarship: www.safs.ca) and gun-related murder should be judged as evil and punished appropriately, no matter what the melanin content of the murder's skin may be.

JOHN FUREDY
PSYCHOLOGY

BOOKS

The following are books by U of T staff. Where there is multiple authorship or editorship, staff are indicated with an asterisk.

Nation and History: Polish Historians from the Enlightenment to the Second World War, edited by Peter Brock*, John Stanley and Piotr J. Wróbel* (U of T Press; 420 pages; \$75). The important scholarly achievements of Polish historians remain largely unknown outside Poland. This book brings together 24 essays on Polish historians from the Enlightenment to the Second World War, an era of unparalleled changes in every aspect of Polish life. The contributors — from Poland and abroad — closely examine the role played by historians in both the documenting and shaping of Poland's history.

Difficult Justice: Commentaries on Levinas and Politics, edited by Asher Horowitz and Gad Horowitz* (U of T Press; 328 pages; \$60). In this volume contributors from a variety of disciplines are brought together to explore how French philosopher and Talmudic commentator Emmanuel Levinas' (1906-1995) work relates to a broad range of contemporary philosophical and political questions. In particular, they examine Levinas' challenge to liberalism "to find another kinship for man ... absolutely opposed to oppression" and his movement beyond liberalism to embrace "the claim of the Other."

Pedagogies of Crossing: Meditations on Feminism, Sexual Politics, Memory and the Sacred, by M. Jacqui Alexander (Duke University Press; 376 pages; \$23.95 US). This book brings



together essays the author has written over the past decade with some of her more recent work. In this volume, she points to a number of imperatives made all the more urgent by contemporary manifestations of neo-imperialism and neocolonialism. Among these are the need for North American feminism and queer studies to take up transnational frameworks that highlight questions of colonialism, political economy and racial formation and for feminists to wrestle with the spiritual dimensions of experience and the meaning of sacred subjectivity.

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The Royal Ontario Museum: A Prehistory, 1830-1914, by J. Lynne Teather (Canadian University Press; 335 pages; \$59.95 cloth, \$39.95 paper). As the Royal Ontario museum prepares to open its Renaissance ROM addition, this volume invites a reassessment of the ROM's formation and after nearly 100 years of successful existence, a rethinking of its social promise. This work presents an in-depth study of the complex background story of this premier Canadian museum that involves many more museum stories of the province dating back to the 1830s.

COMPILED BY AILSA FERGUSON

Ms. SMITH GOES TO OTTAWA

UTSC student to spend 10 months as parliamentary intern

By JENNY HALL

LAURA SMITH WILL SPEND THE FALL IN Ottawa interviewing MPs.

No, she's not a high-level headhunter; she's a U of T at Scarborough student accepted to the prestigious parliamentary internship program in Ottawa.

One of 10 students nationwide selected by the Canadian Political Science Association, which administers the program, Smith and her colleagues will interview MPs interested in their skills before choosing a staff to join. Her tasks will include research, policy analysis, committee monitoring and speechwriting.

"It's a chance to put what one has learned in the classroom — in a course on Canadian politics, for example — into practice," says Professor Grace Skogstad of political science at UTSC. "Students invariably discover that what we are teaching them in the classroom does have considerable relevance for daily political life."

It was time spent doing international development work abroad that sparked Smith's interest in the political scene at home. As part of UTSC's co-op program in international development studies, she spent 10 months working on AIDS, agriculture and nutrition projects in a hospital in Malawi.

"I saw what a democratic government that couldn't function was like," she says of her time in Africa. "It made me appreciate a lot more what we have in Canada. Short-term development projects are necessary, she says, but at the same time, "concrete action and policy change in industrialized countries is important. It's a matter of petitioning your own government. The world is not going to become more equal until Canadians recognize their position of privilege in the world."

Smith will graduate this month with a



Laura Smith

major in political science, in addition to a specialist in international development studies. She credits a teaching assistant and a professor with sparking her interest in politics and in the parliamentary internship program.

"Laura is an exceptional student who combines a keen intellectual curiosity with a desire to make a difference for people less fortunate than herself," Skogstad notes.

In addition to working for MPs, Smith will attend weekly seminars on topics related to Parliament. She and the other interns will spend part of the year visiting another parliament as part of an exchange program designed to give them a broader perspective on the Canadian system. Past cohorts have visited parliaments in places as far flung as Nunavut and Belgium.

Following in the tradition of recent high profile political defections, Smith will cross the floor halfway through her internship: she's required to work for two MPs from different parties.

"It will challenge my ability to be non-partisan. I'm a pretty political person. It will be hard to work with someone whose views I don't agree with. I may have to write speeches that are difficult for me to write. But I'm looking forward to it. It will be a good exercise in diplomacy."

Smith is pondering several career options and is thinking about graduate studies in law, planning or public administration.

"I'm just looking forward to soaking up as much as I can. I don't think that politics is what I want to do with my life forever but I think it will be incredible to see how it works and if lobbying and advocacy is what I want to get into. It's so important to know how the system works."

STEPHANIE LAKE

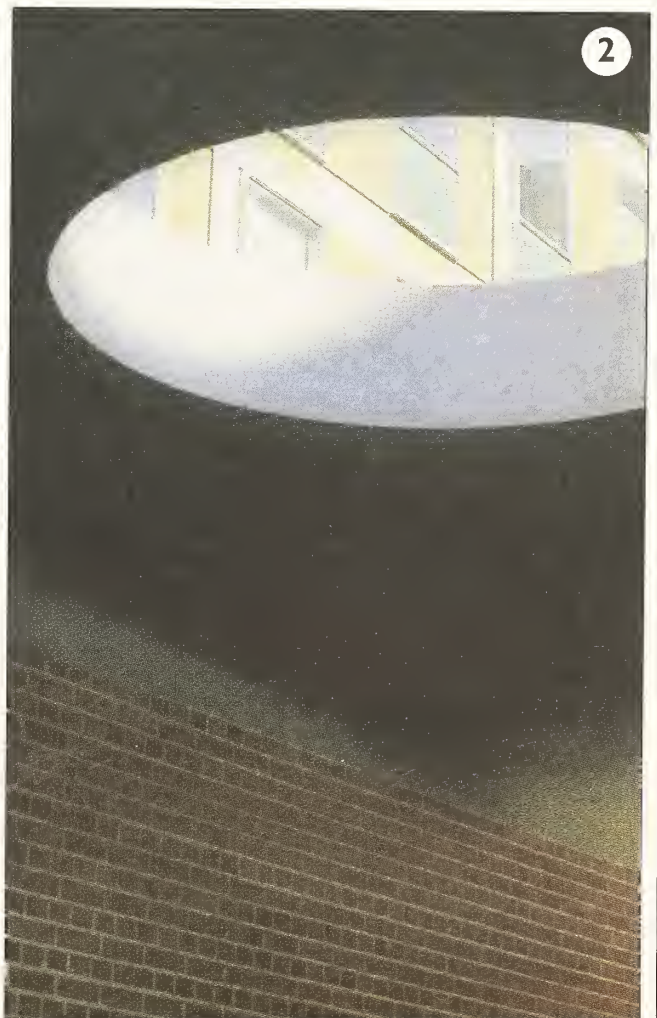
WHERE AM I?



The Bulletin will be giving away U of T baseball caps (pictured below) to the first half-dozen readers who can identify the location of these two architectural curiosities. Our only requirement — you must correctly identify both photos to win. Our only clue — they're on the St. George campus. Our only rule — you must be able to pick up your prize from our office, at 21 King's College Circle, in person.

Please e-mail your guesses to the editor, Elaine Smith, at elaine.smith@utoronto.ca.

The Bulletin reserves the right to print the names and pictures of contest winners.



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Evelyn Sommers, Ph.D., Psychologist, provides psychotherapy and counselling for individuals and couples from age 17. Covered under U of T benefits. Yonge/Bloor. Visit www.ekslibris.ca; call 416-413-1098; e-mail for information package, eks@passport.ca

Individual psychotherapy for adults. Evening hours available. Extended benefits coverage for U of T staff. Dr. Paula Gardner, Registered Psychologist, 114 Maitland St. (Wellesley and Jarvis). 416-469-6317.

Dr. Cindy Wahler, Registered Psychologist. Yonge/St. Clair area. Individual and couple psychotherapy. Depression, relationship difficulties, women's issues, health issues, self-esteem. U of T extended healthcare plan covers psychological services. 416-961-0899. cwahler@sympatico.ca

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-See CLASSIFIED Page 10-

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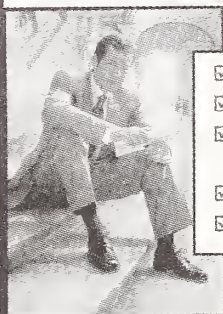
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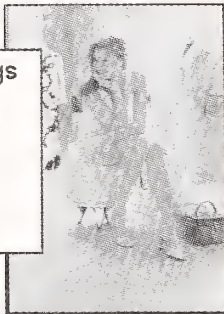
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-Continued From Page 9-

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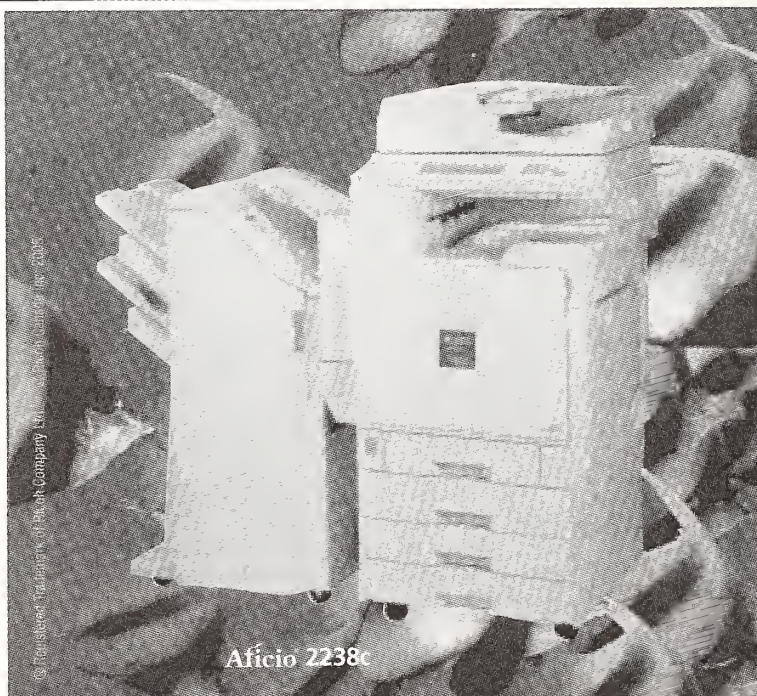
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EVENTS



SEMINARS

The Role of Innate Immunity in Inflammatory Bowel Diseases.

THURSDAY, JUNE 22

Prof. Maria Abeu, Mount Sinai School of Medicine, N.Y. 968 Mt. Sinai Hospital. 2 p.m. Samuel Lunenfeld Research Institute



EXHIBITIONS

JUSTINA M. BARNICKE GALLERY HART HOUSE

Mark Gilbert: Saving Faces.

TO JUNE 15

Portraits done during and after facial surgery document the work of Iain Hutchison, an oral and maxillofacial surgeon who set up the Saving Faces Art Project in 1999 to conduct research into facial diseases. Gallery hours: Monday to Friday, 11 a.m. to 7 p.m.; Saturday and Sunday, 1 to 4 p.m.

FACULTY OF INFORMATION STUDIES

Stretch Your Creativity: An

Exhibition of Students' Perspectives on Inclusion.

TO JUNE 16

Incorporated into this show are alternative ways to experience the works and their messages — from tactile interpretations of images to described and captioned videos to accessible multimedia. Adaptive Technology Resource Centre, 5th-floor exhibition area. To visit go to the 4th-floor Inform Help Desk or call 416-978-6274 for bookings. Hours: Monday to Friday, 1 to 5 p.m.

U OF T ART CENTRE

TO JUNE 17

Frank's Drawings: Eight Museums.

Spanning 25 years, from 1979 to 2004, the exhibition includes 49 original pen-on-paper drawings of eight museum projects by architect Frank Gehry. Delta Gamma Gallery, Laidlaw Wing, University College.

John Massey:

The House That Jack Built.

Exhibition comprises 12 multiple-print installations, focusing on Massey's work over the past two decades; organized and circulated by the Canadian Museum of Contemporary Photography. U of T Art Centre, Laidlaw Wing, University College. Hours: Tuesday to Friday, noon to 5 p.m.; Saturday, noon to 4 p.m.

BLACKWOOD GALLERY U OF T AT MISSISSAUGA Everyday Every Other Day.

TO JUNE 18

Works by Johanna Billing, Ilya and Emilia Kabakov, Ivan Grubanov, Phil McCrum and Marina Roy. Gallery hours: Monday to Friday, noon to 4 p.m.; Sunday, noon to 5 p.m.

THOMAS FISHER RARE BOOK LIBRARY

Pungent Personalities: Arts & Letters Club Drawings by Arthur Lismer, 1922-1943.

TO SEPTEMBER 1

Includes nearly 200 caricatures created by Group of Seven artist Arthur Lismer. Hours: Monday to Friday, 9 a.m. to 5 p.m.

ERIC ARTHUR GALLERY FACULTY OF ARCHITECTURE, LANDSCAPE & DESIGN

Norman Foster: Gliding Through Space.

TO SEPTEMBER 30

Architectural, engineering and furniture projects by acclaimed British architect Norman Foster. 230 College St. Gallery hours: Monday to Friday, 9 a.m. to 5 p.m.; Saturday, Noon to 5 p.m.



DEADLINES

Please note that information for the Events listing must be received at The Bulletin offices, 21 King's College Circle, by the following times:

Issue of June 26 for events taking place June 26 to July 24: **MONDAY, JUNE 12**

Issue of July 24 for events taking place July 24 to Aug. 21: **MONDAY, JULY 10**

For information regarding the Events section please contact Ailsa Ferguson at 416-978-6981; ailsa.ferguson@utoronto.ca.



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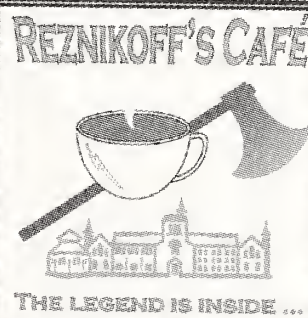
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DESIGNING A NEW MBA

Turning the master of business administration into the master of business design

By DAVID DUNNE

LET'S DO A SIMPLE WORD-ASSOCIATION TEST. WHAT COMES TO MIND WHEN I SAY MBA? If words like smug, overpaid, ruthless and sense of entitlement come to mind, you won't be far from the views of many in the business world. A few years ago, Federal Express even produced a TV commercial with a stereotypical MBA as its central character, claiming that FedEx shipping was "so simple even an MBA can do it."

So you may not be losing much sleep over the notion that business schools are facing a crisis of confidence, one that is causing business and academic leaders to question the fundamental assumptions underlying business education. Yet the education of future business leaders clearly matters, if not to the overall health of the Canadian economy, then at the very least to that of your RRSP. And the future of the MBA may lie in design thinking.

The term "design thinking" has created some excitement within the business community and is an active area of interest at the Rotman School of Management. Design thinking means thinking like the best designers do. It's a way of approaching problems that combines analytical skill, innovation and the ability to understand the broader implications of one's actions. To think like a designer is to embrace constraints as challenges that demand greater creativity, to collaborate in diverse teams, to understand users intimately and predict their needs. Beyond designers, this type of thinking typifies successful business leaders — but is a far cry from the type of thinking associated with the prototypical MBA.

The modern business school traces its roots back to two reports by the Ford and Carnegie foundations in 1959. At that time, business schools had gained a reputation as little more than trade schools, taught largely by executives who recounted "war stories" but lacking an emphasis on research and the development of a coherent body of knowledge. The Ford and Carnegie foundations were devastatingly critical of the state of management education at that time.

With support from these foundations and others in the ensuing years, research in business schools progressed rapidly. Business faculty investigated the behaviour of markets, firms and customers in disciplines such as finance, marketing and strategy. Meanwhile, business schools served the growing demand for graduates who could apply increasingly sophisticated tools to complex decisions faced by managers and investors. An MBA became the ideal degree to cap off an undergraduate degree: a ticket to a highly paid job on Bay Street or Wall Street and a fast track to the corner office.

But reality came calling. The business environment today is very much different from that of 20, 10 or even five years ago. Internet technology is providing new opportunities for e-commerce, advertising and new business models. As technology has improved, sophisticated decision tools have become mere "table stakes" in business, enough to enter the game but not enough to build and sustain an advantage over competitors. To stay competitive, businesses need managers who do more than analyse; they also need to innovate, see the big picture, manage the details and work with others.

Meanwhile, companies like Enron and Worldcom have shown that all is not well in the corner office. The intense media coverage of financial scandals at these companies has led many to question the moral fabric of business leaders — and, in turn, what business schools have been teaching their students.

These questions — whether business schools are teaching the right skills and appropriate moral frameworks to their students — have reverberated not only in boardrooms and in the popular business press but also in the academic literature. The criticisms suggest that business schools are not developing the graduates that businesses need.

Of course, businesses still hire MBAs but this is arguably because of the qualities students have when they enter the program — high intelligence and drive — rather than what they learn from their coursework. In other words, business schools' skill as recruiting agencies, rather than educational institutions, is of greatest value to business; moreover, with MBA student enrolments declining, even this ability is being questioned.

It is here that design thinking could make a palpable difference. For a designer, each project is a unique challenge to develop something original and beautiful under tight constraints — and even the constraints are welcomed as an impulse to greater creativity.

Analysis has a place in design but alone, it is not sufficient. Good designers have an intimate understanding of users and their needs, of the broader system within which the design will be implemented and they work with others to develop original, compelling

solutions to problems.

If we at the Rotman School were to invent a business school from scratch, we would want graduates to be more like designers. Reflecting the different mindset, the current MBA — master of business administration — could become the master of business design, or MBD.

MBDs would spend much more time understanding why we do things as well as how we do them; they would pay more attention to the system-wide (social, not just economic and legal) implications of their decisions; they would truly collaborate in diverse groups; they would be open to alternative perspectives to their own; and they would spend more time thinking about what might be possible tomorrow, not just what can be done today.

A design-based curriculum would include all the analytical tools required to survive in today's sophisticated world of business. But on top of this, students would apply the tools to develop strategies from scratch, rather than merely analyse existing alternatives. They would discover the importance of intimately understanding users and their needs.

MBDs would understand how their strategies affect not only employees and users but the entire system: the community, the environment and society as a whole. Consider the challenge of designing a new package for computer parts. It is not enough for the designer to understand the client's desired esthetics: she must appreciate how the package will compare with the competition, how convenient it will be for retailers to stock, what the client's factory is able to produce, etc. To implement good design, a designer needs to understand the entire system — the details as well as the big picture of the package's impact on society and the environment.

Just as the best designers seek designs that have a positive effect on the world, MBDs would learn to develop business strategies that contribute to society at large. Through courses and projects, students would reach into the broader community to understand the impact of their business decisions.

New ideas — truly new ideas — come about through discussion and collaboration with diverse groups.

IDEO, the most renowned design firm in the world, uses teams made up of individuals from backgrounds as diverse as engineering, business, anthropology and medicine, the idea being that more diverse teams come up with a wider range of ideas. When business students deal only with those who have a similar perspective, they come up with tried-and-true ideas: incremental improvements and relaunches of existing products or applications of existing technology. An MBD would mix groups of diverse individuals with different world views and different approaches to decision-making in the service of better, more original ideas.

But to mix diverse individuals is not enough. Because they have different approaches and different ways of seeing the world, they need to find ways of communicating. For example, the word creative can be a compliment to an artist but an insult to an accountant. In the design milieu, teams use prototypes, simulations and portfolios to communicate their ideas and MBDs would similarly learn ways of communicating across their differences.

MBAs today learn deductive reasoning, the ability to predict outcomes for a specific instance based on a general theory, and inductive reasoning, the ability to develop general theories from specific instances. Both types of reasoning deal with what is — with explaining the world as we know it. An MBD would learn to speculate, to question the assumptions underlying the status quo, to consider what might be possible. This is abductive reasoning, the logic of what could be.

These changes may seem a tall order for business schools where students currently learn narrow, analytical reasoning. MBDs will always need analytical tools; but to make a real impact on the world, they will also need to think more broadly and collaborate with others. If words like collaboration, vision and ideas came to be associated with business students, imagine what a step forward that would be for business and for society.

David Dunne is an adjunct professor of marketing and co-director of the Rotman Teaching Effectiveness Centre at the Rotman School of Management.

Do you have comments or suggestions about Professor David Dunne's proposal? If so, we'd love to hear from you. Contact *Bulletin* editor Elaine Smith by e-mail, elaine.smith@utoronto.ca, or by mail at 21 King's College Circle, Toronto M5S 3J3.



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